DECKPLATE DIALOGUE

October 2008

Managing Risk at the Right Level

Time Critical Risk Management

What's the issue?

Most personnel know what ORM is. They can develop plans and brief the crew. However, we often fail to execute the plan as briefed. We don't manage "change" as it occurs and affects the plan. Usually, the people getting hurt are junior personnel who weren't involved in the original planning.

What's going on?

Many recent studies of fleet usage of ORM have found that personnel have a firm grasp on the In-Depth and Deliberate levels of the process. But people are weak at the third important level: Time Critical Risk Management (TCRM), used when time and resources are limited. Why? Some think that ORM is too hard to apply on-the-fly, or that five steps are too complicated.

What's the solution?

The steps are simpler if you remember A-B-C-D:

A – *Assess the situation*
B – *Balance your resources and options*
C – *Communicate*
D – *Do and debrief*

Assess what's going on and your role in it. You've been briefed on the plan, the hazards, the associated risks and the controls for those risks. Now you're following the plan and time is limited. You need good situational awareness. *What's different today? What's going on? What will happen next?*

Balance your resources and options. Resources include pubs, checklists, equipment and supporting personnel. *What resources are available? How do you use them? What are your options?*

Communicate. Things happen and change. *Who needs to know? Who can help? Who can provide back-up? Do plans need to be revised?*

Do and debrief. When the mission is complete, capture some lessons. *Was the mission successful? Did actions reduce the risk? What would you do better next time?*

Discussion Items and Open Questions

1. Does your command or division allow good communication?
2. When risks are identified in the planning phase, are controls identified and put in place?
3. When you brief an evolution, do you ask and answer, "What's different today?"
4. Do you debrief the evolution and capture what worked and didn't work for the next time?

Supervisors: Use this page to guide safety discussions with your personnel

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